



SNS COLLEGE OF ENGINEERING

Kurumbapalayam (Po), Coimbatore – 641 107

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DEPARTMENT OF MANAGEMENT STUDIES

COURSE NAME : 19BA101- MANAGEMENT AND ORGANISATIONAL BEHAVIOUR

I YEAR /I SEMESTER

Unit 1- INTRODUCTION TO MANAGEMENT PRINCIPLES

Topic 2: Evolution of Management Thought



EVOLUTION OF MANAGEMENT THOUGHT

Management thought refers to the theory that guides management of people in the organization.

The evaluation of management can be categorized in to different parts:

- ◀ Pre-Scientific Management Era (before 1880),
- ◀ Classical management Era (1880-1930),
- ◀ Neo-classical Management Era (1930-1950),
- ◀ Modern Management era (1950-on word).



Pre-Scientific Management Era (before 1880)

Professor Charles Babbage of United Kingdom (1729 to 1871)

- ◀ Utilizing science and mathematics to be more productive and accurate for manufacturers.

Robert Owens of United Kingdom (1771 to 1858)

- ◀ Personnel management's father as his approach focuses on employee welfare.
- ◀ Introduced cooperation and trade unions.
- ◀ Employee welfare determine the performance
- ◀ Encouraged the workers' training, children's education, ensuring canteens in the workplaces, shorter working durations, and others.



Classical management Era (1880-1930),

Scientific Management:

- ◀ F.W. Taylor and his colleagues developed the first systematic study in management.
- ◀ He initiated an innovative movement in 1910 which is identified as scientific management.
- ◀ Frederick Taylor is known as the **father of Scientific Management**
- ◀ He proposed the work methods designed to boost worker productivity.



Classical management Era (1880-1930),

Elements of Scientific Management:

- ◀ ***Elements of Scientific Management:*** The techniques which Taylor regarded as its essential elements or features may be classified as under:
 - ◀ Scientific Task and Rate-setting, work improvement, etc.
 - ◀ Planning the Task.
 - ◀ Vocational Selection and Training
 - ◀ Standardization (of working conditions, material equipment etc.)
 - ◀ Specialization
 - ◀ Mental Revolution.



Classical management Era (1880-1930),

Administrative Management (1841–1925):

- ◀ **Henri Fayol** is known as the father of Modern Management.
- ◀ He was popular industrialist and victorious manager.
- ◀ Fayol considered that good management practice falls into certain patterns that can be recognized and analysed.
- ◀ Fayol provided a broad analytical framework of the process of management.
- ◀ He used the word Administration for Management.
- ◀ Foyal categorized activities of business enterprise into six groups such as Technical, Financial, Accounting, Security, and Administrative or Managerial



Classical management Era (1880-1930)

Bureaucratic management:

- Bureaucratic management denotes to the perfect type of organization.
- The German sociologist, Max Weber recognized as father of modern Sociology who appraised bureaucracy as the most logical and structure for big organization.
- Bureaucracy management include clearly defined and specialized functions, use of legal authority, hierarchical form, written rules and procedures, technically trained bureaucrats, appointment to positions based on technical expertise, promotions based on competence and clearly defined career paths.



Neo-classical Management Era (1930-1950),

- ◀ Neoclassical consists of two parts: neo and classical. Neo means new, and classical refers to the work done by a group of economists in the 18th and 19th centuries.
- ◀ It is a modified version of classical theory with several improvements.
- ◀ The classical theory focused mainly on the areas of job including physical resources and their management, but Neoclassical theory focuses on employee relationships in the work ecosystem.



Hawthorne Experiment – Elton Mayo

- In 1927, the Western Electric Company carried out experiments with Mr. Elton Mayo & team at the plant that later became popular as the ‘Hawthorne Experiment.’
- Objective: Study of Employee productivity upon different levels of illuminations in the factory.
- Results of 3years study - increased worker productivity when lighting conditions improved.
- Workers’ motivation increased when interest on employee well-being is shown – Neoclassical approach
- Also, the solidarity among workers increased satisfaction in the work.
- Mayo and his team revealed that managers should also focus on social factors such as employee relationships.



Hawthorne Experiment – Elton Mayo

What is the Hawthorne Effect?



Better lighting, more regular breaks, etc. improve productivity. However, when workers see that people show concern for them, productivity rises more.

When workers know people are concerned about them their productivity increases



Modern Management era (1950-onwards).

SYSTEM APPROACH

- The **systems approach to management** indicates the **fourth major theory of management** thought called modern theory.
- Modern theory considers an organization as an adaptive system which has to adjust to changes in its environment.
- An organization is now defined as a structured process in which individuals interact for attaining objectives.
- A system is a set of interconnected and inter-related elements or component parts to achieve certain goals.
- Every system is goal-oriented and it must have a purpose or objective to be attained.

Modern Management era (1950-onwords).

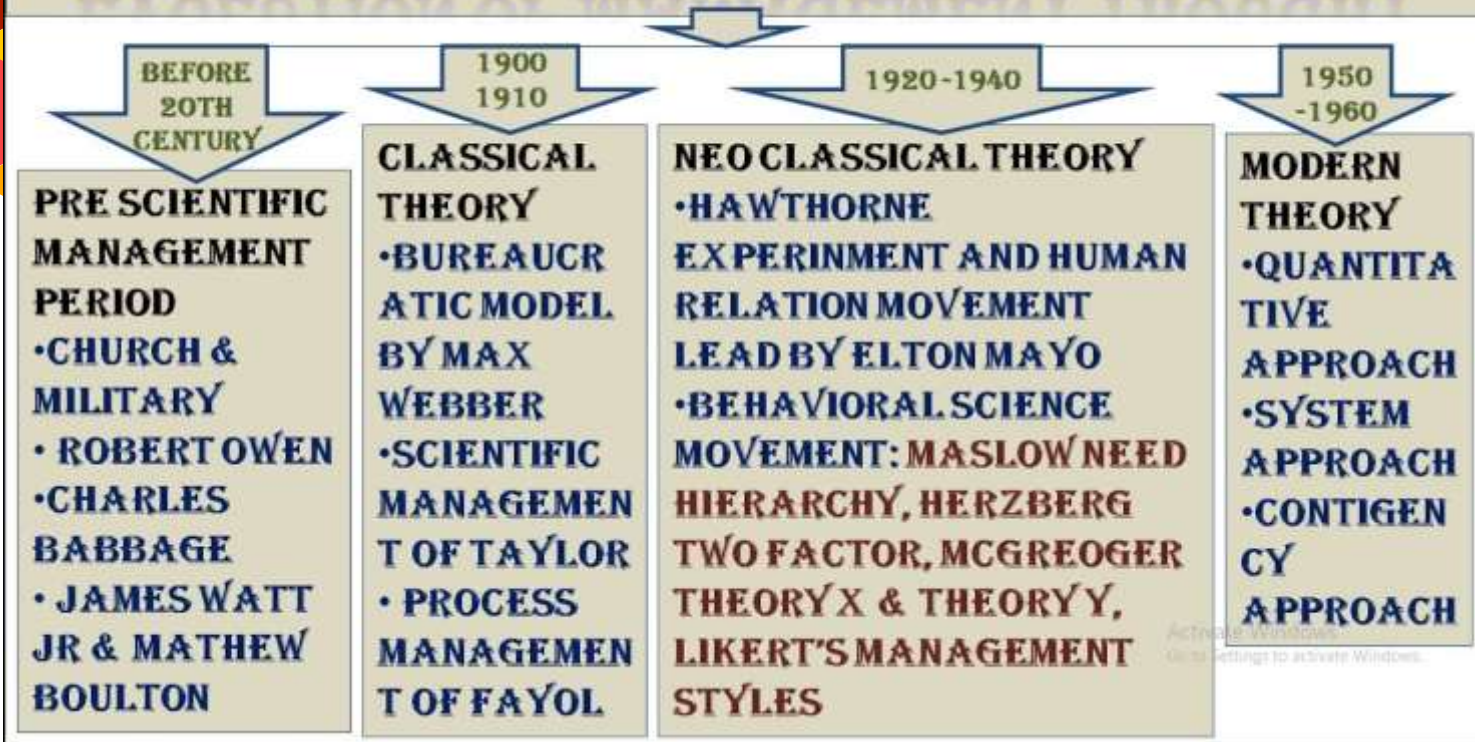
CHARACTERISTICS:

- ◀ ***The Systems Approach:*** An organization as a system has five basic parts -
 - ◀ Input
 - ◀ Process
 - ◀ Output
 - ◀ Feedback and
 - ◀ Environment.

- ◀ ***Dynamic***
- ◀ ***Multilevel and Multidimensional:***
- ◀ ***Multi-motivated***
- ◀ ***Multidisciplinary***
- ◀ ***Multivariable***
- ◀ ***Adaptive***
- ◀ ***Probabilistic***



EVOLUTION OF MANAGEMENT THOUGHT





RECAP

QUESTIONS???

THANK YOU